



MARYLAND EDUCATIONAL LEADERSHIP INITIATIVE

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What is the major goal of the Maryland Educational Leadership Initiative?

The Maryland Educational Leadership Initiative provides comprehensive, job-embedded and sustained professional development for new, aspiring and veteran principals in order that they will ensure high quality education for all students. Today's school leaders need to understand how to create school cultures and climates that stimulate collaboration and problem-solving skills among teachers, with improved student achievement and performance as their measure of success. School improvement and state reform expectations demand that school-based administrators have leadership skills in four domains: instructional, organizational, political, and strategic.

The Maryland Educational Leadership Initiative, using standards from the Interstate School Leaders Licensure Consortium and the National Staff Development Council, is responding to the need for professional preparation and training for Maryland's leaders. The need to recruit and retain qualified and visionary Maryland school leaders undergirds the goals of the Division of Professional and Strategic Development.

What MSDE publications provide a framework for this initiative?

The report of the Maryland Task Force on the Principalship and *Every Child Achieving: A Plan for Meeting the Needs of the Individual Learner*, both adopted by the Maryland State Board of Education, serve as the impetus for immediate change in the delivery of statewide, on-going professional development for administrators.

The task force on the principalship addressed the need to increase the quantity and quality of Maryland's school administrators and agreed there are three major issues facing the principalship today:

- The changing role of the principal and the structure of the principalship
- Professional preparation and development provided to prospective and current administrators
- Compensation/incentives accorded to principals in keeping with the accountability demanded of them.

What MSDE publications provide a framework for this initiative?

The State Board of Education adopted two reports presented in March 2001 from work groups of the Maryland Task Force on the Principalship. These reports included specific recommendations for MSDE and local school systems.

In addition, *Every Child Achieving* addresses the need to strengthen teachers' skills and administrators' leadership by improving educator capacity. This focus is the result of Maryland's 10-year school reform program and the need to ensure that each child is given equal access to quality opportunities for learning.

What professional development opportunities will be provided for veteran principals?

Veteran principals will participate in learning and training experiences through workshops, forums, and institutes, which include a summer residential component. Maryland educational leaders who have expertise in staff development training and knowledge of best instructional practices will facilitate these professional growth opportunities. Additionally, MSDE collaborates with business partners, higher education institutions, and education associations in order to provide research-based knowledge and understanding.

What professional development opportunities will be provided for new and aspiring principals?

New and aspiring principals will receive a continuum of services designed with the same tenets as the training for veteran principals. These educators will receive training in the school improvement process through the Principals' Academy, a residential delivery system with post-academy work sessions.

How will the leadership training impact teachers and students?

The principal must direct the establishment of measurable goals for teachers and students, and the principal must reinforce and recognize the growth of teachers and the achievement of students. This leadership training for principals will enable them to set and to sustain goals that focus on attaining state standards.

Who has the primary responsibility for implementing the Maryland Educational Leadership Initiative?

The Division of Professional and Strategic Development is responsible for the design and implementation of this initiative for Maryland's educators. Members of the division's leadership team have served as principals and have a rich and deep understanding of results-focused, school-based leadership and the components of systemic educational reform. The division will focus on standards-based professional development for aspiring, new, and veteran principals in order to prepare all students to meet high academic standards in Maryland's schools.